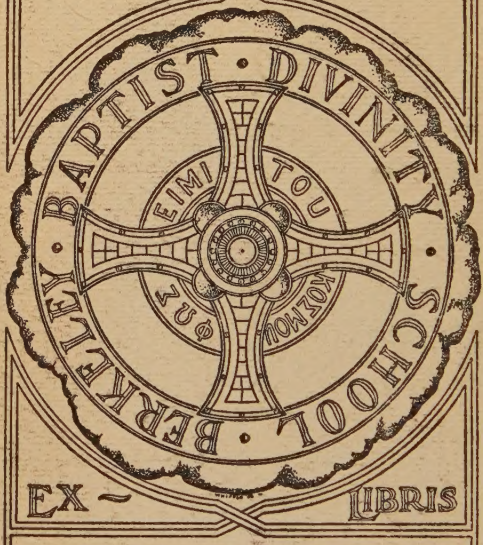
# A Commission Report on Administration

BV
1100
Y68
1914
GTU
Storage

From The
Collection of Dr.A.A.Wooddy
Presented by his Daughter
Mrs. Joseph Finley




Accession No. _____

Date _____

# A CONSTRUCTIVE STUDY

## OF THE GENERAL SECRETARY AS AN ADMINISTRATOR, AS JUDGED BY HIS APPLICATION OF THE PRINCIPLES OF EFFICIENCY MANAGEMENT


COMMISSION:

H. W. STONE, PORTLAND, OREGON
ARN. S. ALLEN, SEATTLE, WASH.
D. E. LUTHER, LOS ANGELES, CAL.

*Presented at the meeting of the Association of General Secretaries (a Constituent Organization of the Association of Employed Officers of the Young Men's Christian Association of North America), at Lake Geneva, Wisconsin, June 25-28, 1914.*

BV
1100
.W68
1914

WM40.2
Y8
LOWER
LIBRARY

*The words of your commission*
*Will tie you to the numbers and the time.*

—*SHAKESPEARE.*

BERKELEY BAPTIST DIVINITY SCHOOL
LIBRARY

# INDEX


I. Foreword ..... 5

II. Necessity for the General Secretary Studying Business Administration ..... 7

III. Pressing Problems ..... 11

IV. Three Charts ..... 12

V. Making and Adopting the Budget ..... 15

VI. Current Expense Subscriptions ..... 19

VII. Membership ..... 27

VIII. Educational Work ..... 28

IX. Dormitories ..... 30

X. Eating Departments ..... 33

XI. Endowments ..... 39

XII. The Employed Staff ..... 44

XIII. Administrating Governing Boards ..... 50

XIV. Business Administration of the Association's Activities ..... 54

XV. An Association Efficiency Expert ..... 57

XVI. A Department of Association Business Practice.... 61

XVII. Resolutions for Consideration and Discussion..... 63




19977

*"Scientific" Analysis of the Modern Y. M. C. A.*

# I.

# FOREWORD

I cannot tell how the truth may be
I say the tale as 'twas said to me.
—Scott.

And finds with keen, discriminating sight
Black's not so black, nor white so very white.
—Geo. Canning.

**1. "A Constructive Study of the General Secretary as an Administrator as judged by his Application of the Principles of Efficiency Management" was the task assigned this Commission.**

**It was intimated by the Executive Committee that a good deal of liberty would be allowed and we have taken it — with nearly everybody and everything, except the cold, stern facts.**

**2. Not necessarily because it was the most scientific but because it was the best we could do and something had to be done, the work was carried through on the basis indicated in the "Index."**

**Our constant aim has been to be constructive, but we have not hesitated to be critical on occasion.**

**3. The problems of the General Secretary are as different as the different fields in which he serves, viz: "Metropolitan," "Branch" or "Unit," "Large City," "Medium City," "Smaller City," "Suburban," not to mention "Railroad," "College," "Industrial," etc. Although the Commission has sought to uncover those principles and methods of efficiency which are of general application, it is probably true that they have been developed mainly from the viewpoint of the General Secretary of a "Unit" Association, having a full complement of departmental Secretaries.**

4. This study is based largely, though not exclusively, upon complete returns from 119 City and Railroad Associations. The Commission started with a selected list of 360 Associations. Either because of no response at all, or because of carelessness in making up the figures, this list of 360 dwindled to 119. These 119 Associations were classified according to the value of the plant—not according to the population of the city or the membership of the Association. Associations with plants valued at from $50,000.00 to $120,000.00 were in one class; $125,000.00 to $275,000.00 in another; above $300,000.00 in a third class. All averages are for the class, not for the whole number of Associations studied.

5. The Commission endeavored not only to do as thoroughly as it was able the particular task assigned, but to present matter that might be considered as the beginning of a "Primer" of Association Business Administration and Efficiency.

We sent out six different Questionaires and received several thousand letters, reports and information blanks; we tried to familiarize ourselves with the literature of efficiency and business administration; a large number of Associations were visited and we had frequent conferences and meetings in respect to the whole investigation, and now submit the findings and results.

This report is frankly "inclusive" rather than "exclusive."

# II.

# NECESSITY FOR THE GENERAL SECRETARIES STUDYING BUSINESS ADMINISTRATION

The management of a business is no longer a hit-or-miss proposition; business has been reduced to a science. Proved methods are taking the place of guesswork, and the old-time executive who grew up with the business and earned his place by long service, is giving way to the man trained in the use of modern methods.

—Foreword of Business Management.

There are no easy methods of learning difficult things.

—Count Joseph De Maistre.

MOST ASSOCIATIONS do some one thing well; some Associations do many things well; no Association, that we have discovered, does all things well. No doubt there will be new discoveries and more or less steady advancement, but the great continents of our movement have been discovered. The work of the future is primarily development, not exploration. The present day successful General Secretaries are not men with the restless characteristics of the discoverer and explorer, but men with keen observation and great powers of adaptation, quick to learn the method of the Association, or business, or institution which does some one thing supremely well. The difference in Secretaries is found largely in the sum totals of their "know hows."

Whatever may be written on the cards in Mr. Glover's office, it is poor business administration which has caused the largest number of General Secretaries to leave the Association ranks. "Wife's health," "unsympathetic directors," "lack of education," may have slain their hundreds but "poor business administrative ability" has slain its thousands.

Poor business management comes from lack of knowledge of the "how" of Association Managerial Methods. The Secretary who does not know how to give business management to his Association is only baiting failure. Good Association business management comes only from an intimate knowledge of Association business features and the principles of management coupled with the ability and will to apply those principles.

All over the country General Secretaries are feeling the pressure of the Business Administration of the great properties which have come to the Associations in the past ten or fifteen years. So swiftly have these properties come and in such bulk as to bewilder even the strongest with the multiplicity and complexity of administrative problems.

The Commission's study indicates that pretty generally Secretaries have risen to the occasion in a remarkable way, but, during the past two or three years, expanding budgets and quiet business conditions have made a difficult problem.

The following table, giving the actual figures of six Associations in a certain class in a given section of the country, are both illustrative and typical:

ACTUAL STATEMENT FOR 1913 OF ALL ASSOCIATIONS IN A CERTAIN SECTION OF THE CONTINENT, IN CITIES OF 150,000 TO 500,00 INHABITANTS

| | Current Expenses | Current Receipts All Sources | Deficit for Year | Deficit Per Cent of Budget |
|---|---|---|---|---|
| A | $308,608.97 | $291,026.98 | $17,581.99 | 5.7 |
| B | 183,471.03 | 179,001.72 | 4,469.31 | 2.4 |
| C | 160,737.29 | 152,735.57 | 8,001.72 | 5. |
| D | 145,391.93 | 139,943.15 | 5,448.78 | 3.7 |
| E | 89,163.80 | 70,421.03 | 18,742.77 | 21. |
| F | 84,007.79 | 80,477.23 | 3,530.56 | 4.2 |

Each of the above Associations showed a Current Expense deficit last year. There is a debt on every one of these Association buildings. They all secured all the current expense subscriptions they could from their communities. They all believe that more subscriptions should have been secured. They all state that they would be in good condition if their debts had been paid and they all feel that they should work for endowments, but the fact remains that they all had to go to the banks and borrow money, and after resorting to all the regular schemes of securing finances, each closed the year with a deficit to add to the debts already facing the Association. Each of the General Secretaries of these Associations is ready to go to a school of Business Management for General Secretaries.

## HOW TENDING FINANCIALLY

The great thing in this world is not so much where we stand as in what direction we are going.—Oliver Wendell Holmes.

The Commission carried on a line of investigation intended to develop the direction we are going in financial matters.

Letters were sent to 400 General Secretaries asking for information covering a ten-year period; only 111 replies were re-

**ceived, and only thirty-two of these contained the information desired for even a five-year period, i. e., from 1909 to 1913. They are summarized for whatever story they tell:**

| Year | Percentage of Deficit Account Current Exps. | Percentage of Membership Receipts to Total Receipts | Percentage of Subscriptions to to Total Receipts | Percentage of Dormitory Receipts to Total Receipts |
|---|---|---|---|---|
| 1909 | 1.4 | 27.8 | 17.1 | 19.4 |
| 1910 | 2.6 | 26.9 | 11.3 | 21.6 |
| 1911 | 3.8 | 26.1 | 11.5 | 21.7 |
| 1912 | 2.9 | 25.4 | 14.1 | 21.9 |
| 1913 | 2.9 | 25.1 | 13.5 | 23.2 |

ACTUAL CURRENT DEFICITS OF 32 ASSOCIATIONS REPORTING

| Year | Total Receipts | Total Expenses | Deficit | Percentage of Deficit to Expenses |
|---|---|---|---|---|
| 1909 | $1,188,958.92 | $1,204,961.97 | $16,003.05 | 1.4 |
| 1910 | 1,403,154.85 | 1,441,826.77 | 38,671.92 | 2.6 |
| 1911 | 1,515,726.33 | 1,577,750.16 | 62,023.83 | 3.8 |
| 1912 | 1,568,866.10 | 1,616,107.61 | 47,241.51 | 2.9 |
| 1913 | 1,704,180.44 | 1,752,173.20 | 47,992.76 | 2.9 |

## TYPICAL EXPRESSIONS OF THIS CONDITION

One Secretary writes, "In this particular field the financial is the chief pressing problem. There has been a deficit every year of the seven that the Association has occupied this new building. And three Secretaries have had a hand at it."

Another says, "Came here four months ago and am up against a debt of $66,000.00 with deficit of $8200.00 per year for five years past, and a Community that is waiting to see if I was courageous or a chump for tackling the job."

A prominent Association Secretary with a continental knowledge of the Association writes, "We are facing financial difficulties on every side. Many buildings are built too large. We need to keep a steady hand and yet a firmer faith to steer through the breakers which are ahead of us."

Another Secretary of a large city Association writes, "I am 'sitting on the lid' good and hard. We are getting in some subscriptions but it is mighty hard pulling. The heavy responsibility is having its effect on some of the members of our Board, as three or four resignations have come in the last month since we have begun pressing things a little hard."

From a Secretary in a small city: "We have lost out $12,000.00 in twelve years since this building was opened; have had a deficit every year."

**The indifference or the ignorance of many of the General Secretaries in connection with the detail and actual condition of their Associations is appalling.**

### 98 ASSOCIATIONS SHOW PRESENT TENDENCY

A study of another set of reports shows an increasing number of Associations having current expense deficits. Reports from ninety-eight Associations show that 45 per cent had deficits in 1911; in 1912 there were 53 per cent with deficits and in 1913, over 60 per cent had current expense deficits.

These reports were largely from the leading and stronger Associations of the Continent. If by any superhuman power reports giving actual figures could be secured from a large number of the average Associations of the Continent, your Commission is convinced that the showing would be much worse.

# 98 Best Associations

## 45 Per Cent had Deficits 1911
## 53 Per Cent had Deficits 1912
## 60 Per Cent had Deficits 1913

### EFFICIENCY

Emerson, the efficiency expert, gives twelve principles of efficiency, as follows:

(1) Ideals
(2) Common Sense
(3) Competent Counsel
(4) Discipline
(5) Fair Deal
(6) Records
(7) Planning
(8) Standards
(9) Standard Conditions
(10) Standard Operations
(11) Written Instructions
(12) Rewards

General Secretary Denison of Omaha, names nine general lines which a General Secretary of the Young Men's Christian Association has to keep in hand:

1. Membership
2. Contributors
3. Employed Staff
4. Dormitory Men
5. Building Itself
6. General Public
7. Newspapers
8. Ministers
9. Board of Directors

It would seem wise for a General Secretary to keep both lists before him and check up every week, or better, every day as to whether these points are receiving proper attention.

# III.

# PRESSING PROBLEMS

Who will riddle me the how and the what?
Who will riddle me the what and the why?
—Tennyson.

**Letters were sent to 300 General Secretaries in plants valued at $50,000.00 or over, asking this question, "What are some of your most pressing administrative problems?" One hundred and thirty-seven replies were received. Classified in the order of their emphasis they run as follows:**

**Problems having to do with**

1. **Finance**
2. **Dormitory Men**
3. **Volunteer Workers**
4. **Board of Directors**
5. **Assimilation of Members**
6. **Employed Staff**
7. **Spiritual Returns**
8. **Time**
9. **Plant too Big**
10. **Co-operation of Ministers**
11. **Publicity**
12. **Foreigners**
13. **Interesting Young Men**
14. **Balancing Departments**

# IV.

# THREE CHARTS

Everything is interesting if you only make a study of it.
—W. M. Hunt.

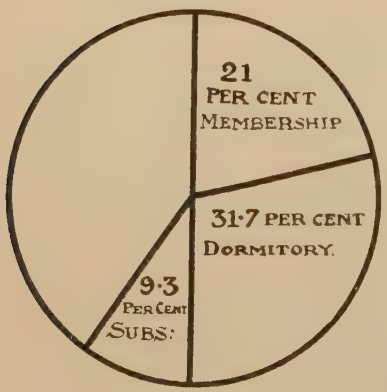
CHART I.

**Note: These figures are based upon returns from 17 Associations working in plants valued at from $300,000.00 to $1,170,000.00 each.**

I. Population—14 Cities
- Total ..... 3,272,000
- Average ..... 233,714
- Smallest ..... 70,000
- Largest ..... 559,000

II. Value of Plant—17 Associations
- Total ..... $8,593,810.00
- Average ..... 505,518.00
- Lowest ..... 300,000.00
- Highest ..... 1,170,000.00
- Investment per member ..... 172.80
- 5 per cent on investment per member ..... 8.94

III. Membership—17 Associations
- Total ..... 49,789
- Average ..... 2,928
- Proportion of field (field figures 20 per cent of population) ..... 7.6
- Lowest proportion Per cent ..... 2.7
- Highest proportion Per cent ..... 10.7
- Lowest Membership.... 1,309
- Highest Membership .. 5,826




IV. Membership Fees—17 Assns.
- Total ..... $331,597.86
- Average per Assn. 19,505.75
- Average per member ..... 6.66
- Highest Amount.. 41,884.01
- Lowest Amount .. 8,975.00

V. Current Expenses—17 Assns.
- Total ..... $1,533,761.00
- Lowest ..... 35,172.00
- Highest ..... 237,704.00
- Average ..... 90,221.00
- Average per member ..... 30.80
- Per cent Salaries (exclusive of teachers) .... 50.8
- Per cent Heat, Light, Water, Power ..... 10.
- Per cent Building Repairs and Maintenance .. 3.2
- Per cent Advertising and Office Expense.. 5.

VI. Dormitory—17 Associations
- Total No. of beds. 3,616
- Total Gross Receipts ..... $486,951.01
- Average per bed per year ..... 134.68
- Average per bed per week ..... 2.59

VII. Proportion Certain "Receipts" bear to "Current Expenses"
- Membership Receipts, 21.6 per cent
- Dormitory Receipts, 31.7 per cent
- Subscriptions, 9.3 per cent

**Note: Members paying through all sources 90.7 per cent. From the public 9.3 per cent.**

## CHART II.

**Note: These figures are based upon returns from 37 Associations working in plants valued at from $125,000.00 to $276,000.00.**

### I. Population—34 Cities

| | |
|---|---|
| Total | 2,463,000 |
| Average | 72,559 |
| Smallest | 21,000 |
| Largest | 312,000 |

### II. Value of Plant—37 Associations

| | |
|---|---|
| Total | $6,802,000.00 |
| Average | 183,837.83 |
| Lowest | 125,000.00 |
| Highest | 276,000.00 |
| Investment per member | 161.89 |
| 5 per cent Investment per member | 8.09 |

### III. Membership—37 Associations

| | |
|---|---|
| Total | 42,015 |
| Average | 1,135 |
| Proportion of field (field figures 20 per cent of population) | 8.5 |
| Lowest proportion Per cent | 3.8 |
| Highest proportion Per cent | 2.4 |
| Lowest Membership | 304 |
| Highest Membership | 2,097 |

### IV. Membership Fees—37 Assns.

| | |
|---|---|
| Total | $301,709.44 |
| Average per Assn. | 8,154.30 |
| Average per member | 7.18 |
| Highest Amount | 21,000.00 |
| Lowest Amount | 707.75 |

### V. Current Expenses—37 Assns.

| | |
|---|---|
| Total | $1,074,013.00 |
| Lowest | 5,504.00 |
| Highest | 63,401.00 |
| Average | 29,027.00 |
| Average per member | 25.56 |
| Per cent Salaries (exclusive of teachers) | 47.5 |
| Per cent Heat, Light, Water, Power | 12. |
| Per cent Building Repairs and Maintenance | 5. |
| Per cent Advertising and Office Expense | 4.6 |

### VI. Dormitory—32 Associations

| | |
|---|---|
| Total No. of beds | 2,893 |
| Total Gross Receipts | $326,818.10 |
| Average per bed per year | 112.96 |
| Average per bed per week | 2.17 |

### VII. Proportion Certain "Receipts" bear to "Current Expenses"

Membership Receipts, 28 per cent

Dormitory Fees, 32.8 per cent

Subscriptions, 15.6 per cent

**Note: Members paying through all sources 84.4 per cent. From the public 15.6 per cent.**

## CHART III.

**Note: These figures are based upon complete returns from 65 Associations working in plants valued at from $50,000 to $114,000.**

### I. Population—65 Cities

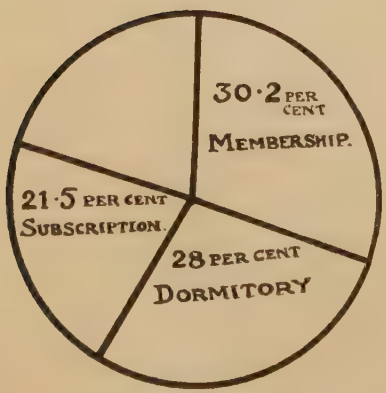
| | |
|---|---|
| Total | 1,962,400 |
| Average | 30,190 |
| Smallest | 8,000 |
| Largest | 108,000 |

### II. Value of Plant—65 Associations

| | |
|---|---|
| Total | $4,791,000.00 |
| Average | 73,707.00 |
| Lowest | 50,000.00 |
| Highest | 114,000.00 |
| Investment per member | 122.64 |
| 5 per cent on Investment would be per member | 6.13 |

### III. Membership—65 Associations

| | |
|---|---|
| Total | 39,067 |
| Average | 601 |
| Proportion of field (field figured as 20 per cent of population) | 10. |
| Lowest proportion Per cent | 6. |
| Highest proportion Per cent | 37. |
| Lowest Membership | 282 |
| Highest Membership | 1,507 |




### IV. Membership Fees—65 Assns.

| | |
|---|---|
| Total | $236,975.73 |
| Average per Assn. | 3,645.78 |
| Average per member | 6.06 |
| Highest Amount | 12,785.00 |
| Lowest Amount | 850.00 |

### V. Current Expenses—65 Assns.

| | |
|---|---|
| Total | $784,606.00 |
| Lowest | 4,888.00 |
| Highest | 33,927.00 |
| Average per Assn. | 12,070.86 |
| Average per member | 20.08 |
| Per cent Salaries (exclusive of teachers) | 49.9 |
| Per cent Heat, Light, Water, Power | 13. |
| Per cent Building Repairs and Maintenance | 7.6 |
| Per cent Advertising and Office Expense | 4.6 |

### VI. Dormitory—51 Associations

| | |
|---|---|
| Total No. of beds | 2,079 |
| Total Gross Receipts | $180,251.15 |
| Average per bed per year | 96.70 |
| Average per bed per week | 1.86 |

### VII. The Proportion Certain "Receipts" bear to "Current Expenses"

Membership Receipts, 30.2 per cent

Dormitory Fees, 28 per cent

Subscriptions, 21.5 per cent

**Note: Members paying through all sources 78.5 per cent. From the public 21.5 per cent.**

# V.

# MAKING AND ADOPTING THE BUDGET

A good report maketh the bones fat.—Prov. XV-30.
The best prophet of the future is the past.—Lord Byron.

**The Commission finds that Associations big and little are giving more and more attention to making up and adopting their budgets.**

One Secretary says, "Our entire business policy is based on the budget. If it is properly executed (all of its conditions met) it is certain that the Association year will be closed without a deficit."

Another writes, "In our business administration we insist upon a minute and thorough budget prepared for some weeks before the close of the financial year."

**This seems to be a very general plan or policy, but like many plans and policies, the value lies in the thoroughness with which it is worked. Below we give some of the methods used by various Associations in adopting their budgets:**

1. "The budget is prepared with great minuteness for some weeks before the close of each financial year; arrived at in general principle in Staff council; originated in each department; coming to mature consideration in the Board of Directors where it has first had consideration by the Finance Committee of the Board, and then finally approved by the Board. Thus it is a process of several weeks and brings every executive of the staff and all administrative and Board members into direct relation and study of income and expenditure for past years, the present and the proposed year."

2. **In a successful Association that has made a remarkable record of living within the budget, the Secretary makes this statement:**

"So that the Association will live within the budget and close the year without a deficit, the Secretaries must not exceed their estimates of the expenditures, must realize their estimate of receipts and the Board of Directors must secure in contributions the amount of the estimated deficit.

"The Directors, having officially approved the budget creating a specific deficit, and having placed the responsibility for the

execution of the adopted budget squarely up to the various Secretaries, feel that they must just as concretely assume responsibility for the deficit that they have approved. This deficit represents the amount we must raise in contributions.

"At the first meeting of the new Association year, the Board enters into a mutual agreement with the General Secretary and Departmental Secretaries and committees standing with them, whereby they assume the responsibility for this deficit. This form of raising the money required in contributions is a legal contract approved by our attorney and has been used for a number of years past."

3. **Another Association reports that the budget is adopted in about the following manner:**

"About six or seven weeks before the close of the Association's financial year, the Departmental Secretaries are expected to get together with their committees and prepare a budget for the coming year. This of course is to be based on the receipts and expenditures of former years. These budgets are then sent to the Finance Committee of the Board of Directors, the President and General Secretary always meeting with the Finance Committee. Then there is held a Budget Meeting of the Board, at which the Departmental Secretaries and their Committees sit with the Board in consideration of the budget for the coming year. Any estimated deficit for the coming year based on the budget must be made up by securing subscriptions. The largest amount of these subscriptions the Board undertakes to secure, but a certain proportion of the subscriptions the various committees and the Departmental Secretaries undertake to obtain.

"In our Association, the general Board undertakes to raise about fourteen-twentieths of the subscriptions and four committees and Departmental Heads agree to secure the other six-twentieths. The purpose of this arrangement is to extend the responsibility of securing subscriptions on to the committees and Departmental Heads who spend the Association's money."

## MONTHLY BUDGETS

**A number of Associations are feeling that an annual budget is too indefinite to secure the best results. One successful General Secretary writes:**

"A year ago we adopted the monthly budget system, and I can say without reservation that in all my business experience nothing has done more to simplify the proper execution of the budget than this plan. A monthly budget sheet of expenditures

and receipts is kept for each department. The estimated receipts and expenditures for the year are divided up into months, based on the receipts and expenditures by months of previous years. This constant monthly checking up of all departments of the work is surely necessary in all our Associations."

## INTERESTING DEPARTMENT SECRETARIES IN BUDGET

**The Commission recognizes that there seems to be a general move over the country to share financial responsibility with department heads, such as Physical Directors, Educational Secretaries, Boys' Secretaries, Religious Work Directors, Employment Secretaries, etc.**

**These Department Heads in many fields, not only help prepare the budget but in many instances assume a proportion of the subscriptions to be secured for the year, and, keeping in daily or monthly touch with the income and expenditures of their Departments, are of great assistance to the General Secretary in the financial administration of the Association.**

One Secretary writes: "As the monthly budget system applied to all departments, not only the General Secretary but the Departmental Secretaries are interested in its successful execution and it becomes the definite financial policy of each department as well as of the entire Association. Responsibility for its execution is put up very squarely to each Departmental Secretary. Outside of his daily statements and reports, he is required to do no bookkeeping of any kind whatsoever. He is assured that his salary will be paid regularly twice each month and all the bills of his department will be paid at the end of the month."

**Although the Commission approves the growing practice of emphasizing departmental budgets, it wishes also to call attention to the unity of the budget, and to point out that it does not pay a deficit merely to discover that it occurred in a particular department.**

## AUDITING

**The Commission discovered that a constantly increasing number of Associations are having their books audited by chartered Accountants. In smaller Associations, which do not feel that they can afford this expense, committees of bookkeepers not connected with the management of the Association are being asked to audit the accounts.**

One General Secretary puts it this way: "We require that the audit shall be conducted by Chartered Accountants, not upon

the 'friendly' basis, but upon a basis of remuneration, and that the audit be as thorough as that of the most substantial business house."

## CASH DISCOUNTS

**Associations are giving more attention to securing cash discounts on purchases.**

One Secretary writes: "We pay every bill at the end of every month and, when necessary, borrow from the bank to meet our monthly current expense. This gives us good credit, enables us to take advantage of all cash discounts, and under our policy, our bills payable account is always closed by the end of the financial year.

## REPORTS

**The Commission finds a constantly increasing number of Associations receiving daily reports, both of activities and cash receipts. We are convinced that in the best administered Associations financially the General Secretary watches closely the daily income, and, as far as possible, the daily expenses.**

A large Association reports that the General Secretary keeps informed of the Department activities through daily reports of both work and income.

Another General Secretary says, "Daily records of receipts in all departments are placed on my desk and charted each day."

A most illuminating answer from another General Secretary reads as follows:

"We receive daily reports regarding finances, activities and membership work. To administer a large business proposition successfully, we believe that we must each day know in detail the exact standing of our proposition. In addition to this we must also know its relation to the corresponding day of the preceding year. All our Departmental business reports compare the day of the present year with that of the preceding year. In this way the Departmental Secretary always has himself as his own competitor and, as in the game of golf, he is always trying to better his own record. The process works automatically and requires the daily expenditure of but a few moments of time. These daily reports are preserved for a year or two and are always available for reference. We endeavor to avoid all miscellaneous estimating and calculating, working on the basis that any estimate or calculation necessary to show the financial condition of the Association is of sufficient importance to put in permanent form."

# VI.

# CURRENT EXPENSE SUBSCRIPTIONS

In this world it is not what we take up, but what we give up that makes us rich.—Henry Ward Beecher.

**Among the pressing administrative problems listed occur the following statements:**

"Getting enough money from membership and dormitory sources to meet all current expenses (including interest on $70,000, for which $6000 is needed yearly)—we are not allowed to solicit subscriptions for current expenses."

"How to make my Board of Management understand that we should not be self-supporting."

"Developing adequate financial support."

Re-establishing current expense subscriptions after being excused during payments on Building Fund."

"Some of the directors seem anxious to put the Association on a self-supporting basis, or in other words, think only of the financial side regardless of the service to be rendered to men."

CURRENT SUBSCRIPTION TABLE FROM 32 ASSOCIATIONS

| Year | Current Subscriptions | Total Receipts | Subscriptions Percentage of Total Receipts |
|---|---|---|---|
| 1909 | $204,034.70 | $1,188,958.92 | 17.1 |
| 1910 | 159,835.00 | 1,403,154.85 | 11.3 |
| 1911 | 183,869.79 | 1,515,726.33 | 11.5 |
| 1912 | 221,065.73 | 1,568,866.10 | 14.1 |
| 1913 | 230,154.01 | 1,704,180.44 | 13.5 |

## SUBSCRIPTIONS

**In answer to the question: Are you planning to secure more or less money in the immediate future from current subscriptions? From one hundred eleven answers,**

Seventy-eight replied that they were planning to secure more.

Twenty-two replied, "About the same."

Six stated that they expected to secure less, several of these saying that during the past year they had put on exceptional and unusual pressure to pay off debts.

Four stated that their current subscriptions for the present would be included in building campaign pledges.

Two felt that they would be obliged to plan to reduce receipts from current subscriptions.

Two stated that their Board of Directors believed that the the Associations should get along without current subscriptions.

One stated that he was planning to maintain the work with one hundred Sustaining Memberships at $25.00 per year.

**In answer to the question: "What are your personal convictions in respect to the value and necessity for an Association receiving current subscriptions?" Of one hundred eleven answers,**

Fifty-one stated that they believed firmly in the principle of Associations securing a portion of their budget by current expense subscriptions.

Twelve replied that there was a definite relationship between the interests of business men and their gifts, and for this and other reasons favored securing current expense subscriptions.

Ten considered the securing of current expense subscriptions vital to the success of the Association.

Four stated that subscriptions must be secured if Associations are to continue offering their memberships at low rates.

**Some of the other expressions of those who favored securing current subscriptions were as follows:**

"Absolute necessity to keep alive individual and public interest."

"Any Association that has more money than it can use is not on its job. Our motto is Progress and Poverty."

"Must have current subscriptions in order to maintain sympathetic interest leading to the personal service and prayers of large numbers of individuals."

"Every Association should raise a certain per cent of its budget through the subscription method. Not only for the benefit of the Association but for the interest derived by the contributor."

"About twenty per cent of income should be from subscriptions."

"The necessity of securing subscriptions keeps us keyed up to do our best. The necessity of making good is a helpful one."

"It keeps us in the class with colleges, removes us further from a strictly commercial enterprise (makes us do better work)."

"Would never do to be self-supporting. We all need the stimulus of having to go after money."

"The amount to be secured in subscriptions should never be over fifty per cent and ought to be held down to twenty per cent of the budget."

"Ties people up to us who would otherwise know nothing about us. Gives the contributor a share in the work."

"Every live Association living up to its opportunities will always need subscriptions. They are valuable for the friendships and interest they create. They discover workers as well."

**The following are some of the expressions of those not committed to the principle of securing annual subscriptions:**

"Receipts should equal expenses as nearly as possible and money should be raised for so-called extension work." **(This Association for the past ten years has received from twenty to seventy percent of its income each year from current subscriptions.—Commission).**

"In securing subscriptions appeal should be for special rather than general needs."

"I believe that with the adoption of the dormitory idea the Association can and should be self-supporting and at the same time allowing a very liberal expenditure for the work." **(The Commission has the financial reports of this Association for the past six years, which show from ten to fifteen per cent received each year from current subscriptions, though it has one of the large dormitory incomes of the country).**

"We are working on the theory that the only need for current subscriptions is in our boys' work. Missions, religious work, etc., are carried in special account not called current. Subscriptions are always needed as an expression of service, either large or small, according to the member's ability."

"Securing subscriptions is very inconvenient but necessary except where dormitory equipment is large."

"Think Sustaining Memberships preferable."

"Could get on without subscriptions if out of debt. Cannot do extension work of much importance."

"Believe it would be better, all things considered, to be in a position where current subscriptions were not a necessity. At present they are for us a necessity. **(This is from a young secretary in a medium-sized city, where they have to raise about one-fourth of a $10,000 budget by subscriptions.—Commission).**

"We try to cover all of our expenses on a membership basis." **(The Commission has the figures of this Association for**

**the past nine years, and each year the Association has received from twelve to twenty-five per cent of its income from current subscriptions.)**

"The necessity seems to be growing less. I would be glad to see the necessity of yearly solicitation done away with."

"We ought to be on a sustaining basis."

"Think Central plant might be self-sustaining. Not less money should be raised. Spend it for extension." **(This Association is in a large city with a central plant costing between $500,000 and $1,000,000 and it has had a large current deficit each year since entering the new building in addition to all the current subscriptions it has been able to secure.—Commission.)**

"Am not sure that subscriptions are as necessary as some Association men seem to think." **(The Commission has the financial statements of this Association for the past seven years, which show that from twenty to forty percent of the income each year has been secured from current subscription.)**

"We have not asked for cash for current expenses for four years, but I believe it is best and shall enlarge work to make it necessary." **(This Association is in a medium-sized city in the South, where it is doing a comparatively small work and has a dormitory income amounting to about one-half its budget.—Commission.)**

One secretary believes that "Associations everywhere will be obliged to plan for reduced income from current subscriptions.

"Believe we would be far more independent if we had sufficient income from building and endowment."

**In answer to the question, "What method do you use in securing current expense subscriptions?" the Commission received the following from one hundred eleven answers:**

Thirty-four replied that they secured their subscriptions by solicitation of Directors and Secretaries.

Twenty-five stated by personal canvass and mail solicitation.

Twenty-two describe some form of short term campaign of one to five days.

Two stated that the subscriptions were secured by a Financial Secretary.

Two stated that while they secured subscriptions from personal solicitation of Directors, Secretaries and Committeemen, a constantly increasing amount was being obtained by letters signed by Directors.

Two stated that their subscriptions were secured by dividing the list between the Board and the General Secretary.

**Statements of methods were as follows:**

"Committee organizations solicit high cost memberships to supplement low cost memberships."

"The Board, members of committees, interested friends and the employed staff make a canvass, sometimes "quiet," sometimes "whirlwind."

"Finance Committee secure our subscriptions by telephone, letters and personal solicitations."

"Quick canvass by large committee with help of State Committee."

"Every honest method known to man."

"Finance Committee make out lists and go two by two to interview men."

"Campaign subscription cards signed for two years at a time."

"Volunteer forces of committeemen, Directors, friends, annually spend two to three weeks in solicitation."

"Clubs of $100, $50, $25, etc. Every member of Board qualifies. Memberships not considered in these clubs."

"Work on the basis of $25.00 subscriptions, known as the Business Men's Club, and get more when we can."

"Wearing out sole leather—personal call by Directors and Secretaries."

"Have about one-half our money pledged to begin every year. We have to hustle for the other half."

"Have not solicited any except for State work. Community is paying on building subscriptions."

## COMBINED BUILDING AND CURRENT EXPENSE FUNDS

**Scores of North American Young Men's Christian Associations have been deceiving themselves during the past ten years in respect to their current financial operations. Many Associations are in about the same position as corporations that have been paying dividends out of sale of stock.**

**Large numbers of Associations have made up annual deficits out of building fund subscriptions, making the excuse that this was necessary, while the building fund collections were being made.**

**Your Commission knows of a number of Associations that have run behind over $50,000 in current expenses during the past four years, and have paid these current bills out of the building**

fund. In most of the cases there was a sort of agreement that a per cent of the fund would be needed for current work while the collection of the building fund was going forward.

This scheme seemed to work so nicely with some Associations that it tended to become a chronic condition, so that as the current deficit mounted, they were able during times of good business conditions, to put on one building or expansion campaign after another every two or three years, but during the past year or two it has been increasingly difficult to do this and the Associations are commencing to feel the pinch because their expenses have expanded beyond their actual current income.

In a large number of cities where the annual current subscription canvass was suspended during the collecting of the building fund for two, three or more years, there commenced to be quite a general feeling in these cities that the Association work in the new building, with its vast equipment and large dormitory income, should be self-supporting. This, of course, makes the situation more acute and difficult.

Your Commission is thoroughly convinced that the only safe way is to keep the current expense, building, endowment and other special funds completely separate. Preferably, the money should be deposited in separate banks and the building, endowment and other special funds handled by a special Building Committee or Board of Trustees and the current expenses by the Board of Directors.

## MONEY RAISING

> It is not labor, not capital, not land, that has created modern wealth or is creating it today. It is ideas that create wealth, and what is wanted is more ideas, and less labor and capital and land per unit of production.—Harrington Emerson.

The income of most Young Men's Christian Associations is mainly from four principal sources.

1. Membership dues, class fees, locker rentals and charges for privileges of various kinds.
2. Income from dormitories and rentals.
3. Annual subscriptions, gifts, and sustaining memberships.
4. Income from endowments.

## SHORT-TERM CAMPAIGN

The Association has perfected and developed a short-term campaign for raising building funds to a high stage of efficiency.

This scheme has been worked just about to its limit. We have used similar methods in raising current expense subscriptions and new members, and it is justified; but the Commission believes experience has shown that the short-term campaign cannot be successfully worked year after year for any of these propositions. This short-term campaign is a wonderful instrument, but must not be worked too frequently.

There will need to be discovered a more permanent and better way of securing current subscriptions for building up a settled constituency.

It has become almost a settled principle with our Associations that no Association should seek to become self-supporting, but that we should always go to the community for a certain per cent of the Association's support in annual contributions.

There are continual questions as to just what proportion should be secured in contributions.

As a general rule a larger proportion will need to be raised in smaller and moderate sized cities than in the larger cities, where there are more costly equipments yielding larger income. The old ratio used to be fifty percent from the members and fifty percent from the public, but in recent years it has tended toward about twenty percent from the subscribing public and eighty per cent from the members and other sources of income, such as rentals, endowments, etc.

The real question is how best to secure the annual current expense subscriptions. The ideal to be sought after will be a permanent and expanding contributing list.

## LIST OF PROSPECTIVE SUBSCRIBERS

### PREPARATION OF LIST

Every Association should have a card index of prospective subscribers. This will, of course, consist of former subscribers to the Association. This list should be added to continually all during the year. Daily papers should be watched and where men are reported to have been successful in business by the sale of property, notation of this should be made on the card. Lists of subscribers to other benevolences such as churches, colleges, hospitals, etc., should be recorded. This list should not only be an expanding one but should be kept up to date by the elimination of the cards of those who have been unfortunate in business or who should be dropped on account of death, sickness or other cause.

This card list should show the personal interest of the man. If he is interested in golf, dogs, lumber, mines, pictures or books, this should be noted, also his special friends, what line of society he moves in, and what will be the strongest appeal to make to him to give.

CULTIVATION OF LIST:

This list of names should be cultivated systematically by sending marked articles of newspaper reports of the work done, marked copies of "Association Men," information in respect to what other cities and Associations are doing, and, best of all, invitations from time to time by prominent local Association men to attend meetings or events in the Association building. One Association follows the custom of inviting representative men to attend meetings of the Board of Directors and the Committees of Management, and asks these representative men to participate in the meeting just as though they were members of the Board or Committee.

METHODS OF SOLICITATION:

1. By personal solicitation—by twos.
2. By mail.

In the larger cities the mail solicitation will have a larger and larger place. The preparation of the letter for solicitation is of vital importance. Every letter should be a personal one, and beside the regular stock letter, should contain a personal item. There should be at least three follow-up letters. Experience shows that more money comes from the second than from the first letter, and the third brings as much as the first. Some Associations have used four letters. These letters should be signed by some prominent or influential member of the Board or an Association supporter, preferably the President, Treasurer or Chairman of the Finance Committee. Some favor a stamped envelope for a reply.

The kind of letter and method of sending it out is of vital importance. Various subscription blanks have been used:

(a) The subscription book.
(b) The subscription list.
(c) The subscription card.

A letter of acknowledgment should be written to every man who makes a subscription to the Association, always containing an invitation to visit the Association Building and inspect the work.

# VII.

# MEMBERSHIP

The great satisfaction of the New Order will belong to those who have tried to help other men up. The satisfaction will consist in seeing what other men have been helped to become and in the mutual friendships which will result.—Edward Increase Bosworth.

**There seems to be a note of disappointment coming from the Associations in respect to both the number of members and the amount of membership fees being received at the present time, particularly in some of the new and modern buildings. Secretaries, in naming the pressing problems, replied:**

(1) "Membership problems."

(2) "Keeping the membership man on the job."

(3) "Collecting membership dues our chief problem."

(4) "Securing new members to take place of those dropping out."

(5) "To interest young men in the work—to interest business men and boys is easy in comparison."

MEMBERSHIP RECEIPTS OF 32 ASSOCIATIONS

| Year | Membership Receipts | Total Receipts | Membership Percentage of Total Receipts |
|---|---|---|---|
| 1909 | $330,213.30 | $1,188,958.92 | 27.8 |
| 1910 | 377,415.75 | 1,403,154.85 | 26.9 |
| 1911 | 394,594.45 | 1,515,726.33 | 26.1 |
| 1912 | 398,565.65 | 1,568,866.10 | 25.4 |
| 1913 | 427,873.45 | 1,704,180.44 | 25.1 |

# VIII.
# EDUCATIONAL WORK

True education is to make people not only do right things, but enjoy right things.—Ruskin.

Life is not a holiday but an education.—Henry Drummond.

**The following tables covering sixty-three Association Educational Departments, clearly show that those Associations that are working hard at the Educational problem are making steady progress towards self-support; at least to the extent of paying the special expenses charged against these departments.**

**These tables appear to indicate that the educational work has gone ahead under strong financial pressure. The decreased percentage of deficit would seem to show that today we are doing a grade of work that will stand higher tuition. Although it may not be the function of this Commission to comment on educational policies for the Associations, we are convinced that the educational department is a feature of the Association's activities that in many Associations will give quick response to close and careful business administration.**

**We are constrained to record our conviction that in some quarters the necessity or desire to make the educational work pay financially has led the Association to drop some phases of eduational work that it would seem the Associations are especially responsible for; namely, fundamental education for mature men, both day and night, English for foreigners, popular educational lectures given either free or at a very nominal cost.**

**The financial pressure requiring the Associations to promote high-priced special schools should have its limitations. No phase of our work is more justified in asking for and expecting endowments than the Educational Department, though your Commission is not in favor of asking endowments for any special department of the Association, believing it is much better to have endowments given to the Associations, thus leaving it to the Directors to say where and how the money shall be expended.**

## FINANCIAL REPORTS OF EDUCATIONAL DEPARTMENTS IN 20 CITY ASSOCIATIONS LEADING IN ASSOCIATION EDUCATIONAL WORK

| Year | Expenses | Receipts | Deficit | Deficit Percent of Total Expenses |
|---|---|---|---|---|
| 1907 | $225,450 | $184,176 | $41,274 | 18.6 |
| 1908 | 268,647 | 212,781 | 55,866 | 20.8 |
| 1909 | 289,609 | 235,426 | 54,183 | 18.7 |
| 1910 | 353,731 | 314,325 | 39,406 | 11.1 |
| 1911 | 424,531 | 379,905 | 44,626 | 10.5 |
| 1912 | 502,862 | 446,096 | 56,766 | 11.9 |
| 1913 | 567,819 | 510,025 | 57,794 | 10.2 |

## EDUCATIONAL DEPARTMENTS IN 19 CITY ASSOCIATIONS OF 100,000 AND OVER NOT INCLUDED IN ABOVE LIST

| | | | | |
|---|---|---|---|---|
| 1907 | $ 55,115 | $ 26,097 | $29,018 | 52.6 |
| 1908 | 62,629 | 30,360 | 32,269 | 51.5 |
| 1909 | 82,517 | 45,954 | 36,563 | 44.3 |
| 1910 | 97,501 | 59,481 | 38,020 | 39. |
| 1911 | 90,523 | 65,742 | 24,781 | 27.4 |
| 1912 | 117,909 | 85,990 | 31,919 | 27.1 |
| 1913 | 120,886 | 88,904 | 31,982 | 26.4 |

## 24 CITY ASSOCIATION EDUCATIONAL DEPARTMENTS IN CITIES 25,000 TO 100,000

| | | | | |
|---|---|---|---|---|
| 1907 | $ 12,184 | $ 4,231 | $ 7,953 | 65.3 |
| 1908 | 17,020 | 5,635 | 11,385 | 66.8 |
| 1909 | 21,094 | 7,344 | 13,750 | 65.1 |
| 1910 | 23,031 | 11,656 | 11,375 | 49.3 |
| 1911 | 20,884 | 11,913 | 8,971 | 43. |
| 1912 | 29,217 | 15,298 | 13,919 | 47.3 |
| 1913 | 28,022 | 18,385 | 9,637 | 34.3 |

# IX.

# DORMITORIES

We cannot all live in palaces; but we can all live in the Kingdom of God.—Lillian Whiting.

Let me live in a house by the side of the road
Where the race of men go by—
The men who are good and the men who are bad,
As good and as bad as I.—Foss.

**In seventeen cities with plants worth an average of $505,-518 each, the Dormitory Sections produced revenues equal to 31.7 per cent of the current expenses; in thirty-two cities with plants worth an average of $183,837.00 each, the Dormitory Section produced revenues equal to 32.8 per cent of the current expenses; in fifty-one cities with plants worth an average of $73,707.00 each, the Dormitory Sections produced revenues equal to 28.7 per cent of the current expenses.**

**Surely a feature that produces $31 of every $100 of current expenses is worthy of careful consideration.**

**About 1/3 of the gross income of city Associations comes from the dormitories**

DORMITORY RECEIPTS FROM 32 ASSOCIATIONS

| Year | Dormitory Receipts | Total Receipts | Dormitory percentage Total Receipts |
|---|---|---|---|
| 1909 | $231,514.41 | $1,188,958.92 | 19.4 |
| 1910 | 303,548.20 | 1,403,154.85 | 21.6 |
| 1911 | 332,390.00 | 1,515,726.33 | 21.7 |
| 1912 | 344,605.65 | 1,568,866.10 | 21.9 |
| 1913 | 395,751.38 | 1,704,180.44 | 23.2 |

**The Commission found as much disappointment with the results in "Dormitory Sections" as in any feature of the work.**

**Some answers to the question: "What are some of your most pressing Administrative Problems?":**

1. "Effectively to reach our Dormitory men with religious message."
2. "To keep crap-shooters and fellows with dirty lives out of the Dormitories."
3. "The old story of Dormitory men."
4. "The Dormitory roomers are another set of men that furnish a problem; to get them to feel that they are actually members and to stand by the stuff."
5. "To enlist dormitory men in religious and committee work of the Association."
6. "Running a Dormitory."

**The whole subject should have more careful and detailed consideration than it was possible for this Commission to give it. Pending such consideration, we desire to make the following deductions and suggestions:**

**1...The difficulties in this feature of the work are not inherent in the Dormitory idea itself, i.e., they are not such as cannot be remedied without abolishing the thing itself. There is abundant evidence to justify the retention, even the enlargement, of the Dormitory feature.**

**2. Not enough care has been exercised in the planning of some of our buildings in determining the proper proportion which should be set apart for dormitory purposes. Some "dorms" are so large, others so small, as to make proper and careful selection and supervision of the men not only difficult but unlikely. Without this careful selection and supervision adequate results are impossible.**

**3. The figures do not seem to indicate that our dormitories have been "commercialized," if by "commercialized" it is meant that we have charged "all the traffic would bear."**

**Seventeen large city Associations, housed in plants averaging to cost $505,518.00 each, having a dormitory capacity of 3616 collected $2.50 gross per week last year. Thirty-two Associations in cities with an average population of 72,559, houses in plants averaging in cost $183,837.00, with capacity of 2893 beds, collected gross $2.17 per week. Fifty-one Associations in cities with an average population of 30,190, in plants averaging $73,707.00 and a total dormitory capacity of 2079, collected $1.86 gross per week.**

If, however, by "commercialized" is meant that Boards of Directors, Employed Staffs and members have come to look too much on the "dormitory" as merely a revenue producing feature, then there is much more evidence to substantiate the allegation. The "pay for what you get" attitude is all too general. There are higher reasons for running Association "dorms" than to run them "for hire." No small part of the trouble is found in the fact that so many dormitories are run for no higher than financial reasons. It is going to cost some Associations money to make their dormitory departments contribute their fair share to the joint product.

Pretty generally Associations seem to be getting from their Dormitories satisfactory "cash" returns. Few Associations have yet learned how to get out of them anything like adequate "character" returns. It is the latter problem that needs careful consideration.

The experiments that seem to promise most are proceeding in the following directions:

1. Not relying on a list of printed rules but, (a) A careful, personal interview with the incomer characterized by perfect frankness on both sides; (b) References as to character, followed up and filed; (c) Considerable personal attention by an employed officer during first few days.

2. An attempt to maintain a proper balance on each floor between the number of active Christian and non-Christian men in order to insure a Christian atmosphere.

3. The quiet elimination of men who give no evidence of making progress—the man who will not "absorb" should be "squeezed out."

4. Frank recognition of the fact that living under a "common roof" does not necessarily mean "common tastes"; that the "Dorm group" is not a "natural group" and that, therefore, the attempt should be made to absorb them into the regular activities of the Association.

5. A constantly increasing number of Associations in attempting to solve the dormitory problem are forbidding smoking in our dormitories.

# X.

# EATING DEPARTMENTS

A man should be ashamed to take his food if he has not alchemy enough in his stomach to turn it into intense and enjoyable occupation.—Robert Louis Stevenson.

**Your Commission sent out Questionaires to 100 different Associations, asking information in respect to Eating Departments run by the Associations. Forty-seven replies were received.**

**In answer to the question, "What suggestions from your experience can you make to the Business Administration Commission in respect to conducting Eating Departments in connection with Y. M. C. A.'s?", the following answers were received:**

"Where 300 or more meals are served daily and "house expenses" not charged against the Department, it should show a profit of $100 per month for 100 meals per day. Have worked over costs and systems enough to feel sure of this conclusion. I know of no department where careful management and system counts for so much as in this."

"Have a first-class manager, preferably a man; charge nominal prices and give good food."

"All the difference is made by whoever supervises it. We have a competent woman in charge now."

"Think Cafeteria can be made to serve great purpose in carrying out Association program. My experience convinces me that it can be operated to show a profit."

"The business management is good, the trouble in earnings is same as best hotels. The public do not yet pay what 'eats' are worth and our ethics do not permit service of inferior goods."

"Study neighborhood. We could not run a lunch room or cafeteria because of location."

"Daily check on store room and monthly inventory. Accurate cash register, reports daily and monthly, daily and monthly check on cash. Close supervision of buying, taking advantage of cash discounts; cleanliness and good food."

"The cafe business does not justify the time and money spent on it. The same investment in any of the other depart-

ments of Association work will bring greater returns and reflect greater credit on the Association as a whole."

"Should advise Associations to rent their Eating Department if possible and let someone else do the worrying."

"I do not think we are obliged to feed people and too frequently we spend too much effort and money in this connection for meagre returns. The simpler the service, the better. Good food, well cooked, at moderate prices, in cafeteria—the best."

"Be sure there is demand sufficient to maintain an Eating Department. For the first few years our department paid. Other restaurants were opened and there was not sufficient business."

"Serve plenty of good, wholesome food; make price to cover with reasonable profit. Secure competent management and good cooks."

"Ours is not a financial success. We are looking for suggestions—not making them."

"Ought to start on a small scale with room for expansion as business increases. By this means expenses can be kept down in proportion to receipts."

"Serve self seems to be ideal for Association purposes. We failed absolutely in running a dining room with waiter service. Restaurant must have square deal in its relation to other departments. Must be represented by someone heavy enough to secure justice. You can't eat profits and then have them at the close of the year."

"We have what I consider an ideal arrangement. We own the equipment, all except dishes, silverware and linen. Two Japanese boys run restaurant, paying us 10 per cent of the gross receipts. We get about $150 per month as our share and have nothing to do except see that the standards are maintained."

"Do not run a restaurant or cafeteria, but secure competent person to do so. Give rent free but charge for light, steam, water and telephone service. We have other things more important to do than run a restaurant. The high cost of supplies and low prices especially make it difficult to finance the enterprise."

"Keep out of it as long as you can. It is a source of discontent, breeds flies; might be under proper supervision a means of Grace."

"It is usually necessary that someone in the Association should know how; eats should be as good as, or better than, other places in the city; if not, failure is deserved. Be sure you know what you are doing financially and gastronomically."

"1. Make cafeteria social center by locating it just off the lobby in which should be found an up-to-date soda fountain (eliminating the soda drinks)'

"2. Make menu short and change often. (Remember that you are dealing with men who are easily confused with a long bill of fare.)

"3. Supply the grocer with a list of seasonal foods, indicating the time early in the season, together with the quantity needed to supply the trade. By this, I mean to crowd the market so that the Association Cafeteria is among the first to have seasonal foods.

"4. Establish a record for food quality and quantity at low cost.

"We have tried to supplement the work of the Health Club by being foremost in the use of modern sanitary equipment in the kitchen and throughout the cafeteria."

"This Association has a plan of leasing the cafeteria concession on rather a loose contract basis, in which it is set forth that the General Secretary may dismiss any and all help if unsatisfactory to the Association. This plan has been in operation for nearly three years and we see no reason why it might not continue indefinitely."

**In answer to the question, "Do you consider an Eating Department in your Association an essential feature of your work?", the answers were as follows:**

Twenty-four "Yes."

Five "No."

**Other answers were:**

"Very desirable though not essential."

"Fine feature."

"As run, is a big asset to Association; would be a good investment even if there were no profit; brings several hundred satisfactory patrons; each day is big help to other departments."

"Not an essential feature, but a great convenience and a great advertising agency for the Association in general."

"Very desirable, but could exist without it; have restaurants near by."

"One of our most important social centers."

**In answer to the question, "What is the present system used in your Eating Department, i.e., is it restaurant, lunch counter or cafeteria?", the replies were as follows:**

Twenty-four "Cafeteria."
Four "Restaurant."
"Both restaurant and cafeteria, also space on main floor."

**In answer to the question, "Do you make an overhead charge against your Eating Department, i.e., do you charge for space, light, heat, etc?", the following answers were given:**

Ten "Yes."
Sixteen "No."

TABLE OF EATING DEPARTMENTS

| | No. Assns. reporting | No. Assns. having deficit | No. Assns. having profit | Receipts | Expenses | Profit of those reporting |
|---|---|---|---|---|---|---|
| 1909 | 10 | 7 | 3 | $125,911.85 | $124,190.66 | $ 1,721.19 |
| 1910 | 15 | 6 | 9 | 258,320.12 | 247,993.57 | 10,326.55 |
| 1911 | 18 | 7 | 11 | 423,034.04 | 411,117.76 | 11,917.18 |
| 1912 | 24 | 9 | 15 | 530,711.06 | 527,273.61 | 3,437.45 |
| 1913 | 28 | 9 | 19 | 620,452.07 | 594,344.26 | 26,107.81 |

**The above table may not reveal much. Less than half the small number of Associations who replied gave any exact figures on which to make up tables. As could naturally be expected, the large number of Associations who have had serious deficits either could not or would not send in their reports.**

**The table, however, would indicate that there are a group of Associations that are LEARNING HOW to conduct Eating Departments successfully and to make them serve the Association as a piece of Association machinery and also to pay a profit as well.**

**Quite a number of secretaries who sent in no information themselves claim to be very anxious to secure information from others. One letter received, instead of a blank, reads as follows:** "I am badly in need of just this information at this time. In fact, I had started to work out a list of questions to send out myself. I shall not do so now, but depend upon you for this information. You will have my everlasting thanks if you will give me the result of your inquiry as soon as possible."

**The following letter is from a successful General Secretary, sending the Questionaire blank in respect to Eating Departments:**

"I enclose your last questionaire—that is, I suppose it is your last, though another may come tomorrow. I am always glad to get these questionaires because they are thought fertilizers, and one always gains something by filling them out. You are sure on the trail that will bear following a long way when you are after the Eating Department. I firmly believe no other feature of our work is capable of response to good management equal to this dpartment. You know of my experience where we ran two and a half years at a loss and giving more than 150,000 meals per year and that when I personally got hold of the matter, we quickly changed a monthly loss into a revenue which grew to $500 or $600 per month and without increasing our business or raising our prices."

**The above statement simply illustrates the conviction of your Commission that many departments of Associations today that are showing a deficit, if given proper managerial attention, could be turned into a profit or made to produce much more than at present.**

**Warburton, of Toronto, sent the following instead of his blank:**

Dear Stone:

To eat, or not to eat, that is the question.
Whether 'tis better to bear the food we suffer
Or fly to other that we know not of.
How happy 'twere could we forego the whole
And eat no more! Then never would the cabbage smells
Fill up our nostrils, or the fishy odors
Rise from pots and pans wherein the stale things
Simmer in their seas of fat. Then could
We pay our taxes (single, mark you!) happily,
And deck our bodies with becoming suits.
Then, too, our budgets would be easy to provide,
If provender were out. Then half the friction
Of our life would die and neighbors would
Be friends. Ah, me! What happy prospect this!
And if we may not hope for all we dream,
Yet may we ease our woes by turning elsewhere
For activity. 'Tis easier far

To run religious meetings with tin horns
For bait, or solos by Caruso and other saints
Who sing; to build a college round a motor car;
To make men sweat and bathe and so find way
To heaven,—easier to do all this than boil
An egg so well that no complaint springs out
At breaking of the shell.

G. A. WARBURTON.

# XI.

# ENDOWMENTS

Expect men and women to be generous and noble and they will be generous and noble.—James Freeman Clarke.

**In answer to the question: "What have you done towards securing an endowment for your Association?", the Commission received the following answers from one hundred eleven General Secretaries:**

Fifty-five said "Nothing."

Fourteen stated that they had canvassed men of means but secured no results thus far.

Nine said they had been working for endowments and had secured a small beginning, each Association having from $500 to $10,000.

Five stated that they had called upon attorneys, asking them to remember Associations when drawing wills.

Two said they printed endowment forms on all reports.

**Other answers were as follows:**

"Have secured $125,000, sent series of letters to attorneys and physicians requesting that Association be remembered when consulted in respect to wills, special series of letters sent to people of large means, employed special Secretary for two months to interview people who could afford to make gifts to endowment fund."

"Prayed for it and sat up with people who have money. Have a little nest egg of $50,000."

"Have $120,000 of which $100,000 came in two equal amounts and $20,000 in sundry small legacies."

"Have always let it be known that we were willing to receive endowments."

"Included $20,000 in financial campaign and endeavor to keep the work before the well-to-do citizens."

"Have an endowment of $34,000, also a prospective one of $160,000; also legacies that we know of in wills. These have come largely through friendly interest in our work and in some cases through suggestions by members of our Board."

"Have a few small funds that were bequeathed us. Just received $10,000 more. A running ad. as a "filler" in the daily press with names of trustees keeps in people's minds; the cultivation of legal advisers helps."

"Have secured about $15,000."

"Have secured $80,000."

"Have secured $68,000 and have the promise of more."

"Have an income of $2500 from endowment."

"This has always been prominent in the announcements and plans of trustees resulting in an endowment of $120,000. This equals our mortgage indebtedness."

"Have secured $86,000, but we are not advertising the fact broadcast."

"Metropolitan organization has endowment of $1,748,-968.15."

"Have a gift of $500 which we set aside as an endowment beginning. Developed and pictured the history of the Association and endeavored to get old-time leaders to sustain and increase this endowment."

"Two lawyers are making a specialty of including Association in wills of clients. Others are being cultivated. We mention endowments in all reports."

"Have secured one gift of $63,000, one of $5000, two of $1000, one of $500."

"Some people approached to leave money in their wills. Getting people to give large sums now, reserving the income as long as they live."

"Nothing as yet. One small legacy received."

"Sent 100 'Association Men' annually for three years. Wrote lawyers asking them to remember Y. M. C. A. when called upon to make wills. Secured $8000 in this way."

"We have $63,000 endowment. Often we remind men and women to remember us in wills."

"Have $85,000 paid in. Trying to secure more."

"Our only endowment $100, given by a Hebrew years ago. The South is just beginning to give for endowment. Has not reached us yet."

"Twenty-five thousand dollars for Boys' work, $15,000 general. Have interviewed all Trust Companies and Bank presidents and sent them and our leading lawyers a statement of our policy in regard to endowment, asking them to suggest us as beneficiaries."

"Cultivating constituency. Had president of Association insure life in favor of Association."

TABLE FROM LAST YEAR BOOK

| | | |
|---|---|---|
| 135 | Associations have general endowment funds paid in | $4,792,347 |
| 27 | Associations have general endowment funds pledged | 494,780 |
| 16 | Associations have library funds paid in | 175,397 |
| 12 | Associations have educational funds paid in | 200,750 |
| 31 | Associations have special funds paid in | 406,286 |
| 2 | Associations have special funds pledged | 8,400 |
| 1 | Association has library funds pledged | 500 |

**In answer to the question: "What is your personal conviction in respect to the value and necessity of an Association's securing an endowment?" one hundred and eleven General Secretaries replied as follows:**

Twenty-five stated, "An endowment is an absolute necessity for normal growth and extension of Association work today."

Twenty-four replied, "Very desirable."

Eight, "Think it advisable for extension work but ought not to eliminate the necessity for annual subscriptions."

Seven, "A good thing for special objects."

Five said, "A limited endowment would be of great value."

Five, "Greatly needed to hold work in times of financial depression to make possible growth demanded."

Five, "Very important to relieve present financial situation, also to meet needs with which current subscriptions cannot cope."

Four, "Every Association should have an endowment. It is our only salvation for a larger work in small towns."

Four, "Believe endowment a splendid thing. Would not want to be wholly endowed."

Two, "It is a guarantee of a strong and growing work."

Two, "An endowment guarantees more systematic work."

**Other replies were as follows:**

"Our ever-widening activities must be protected against the 'evil days' of panics, when current subscriptions fall off."

"Must come to solve adequately financial problems."

"Friends who are interested in the Association and give liberally to its support die and their children are often not interested. Often the estate is dissipated, etc."

"If branch buildings are to be operated and extension work undertaken endowment is a necessity."

"There seems to be a coming need of some degree of endowment."

"It would lessen the burden of money-raising and permit a Secretary to give his energy to more important matters."

"An annual appeal should be made to the community for endowment funds."

"Endowment may secure the Association's independence, which would be a bad thing."

"At least half the extra income above regular sources of income (membership, rentals, etc.) should come from endowment."

"No Association will ever accomplish its largest work without a substantial endowment."

"Very desirable, for with the large number of other philanthropic enterprises calling for help, it will be increasingly difficult to finance the Association by current subscription."

"Think it advisable in that it permits expansion of activities, both local and communal, otherwise impossible."

"Since other pebbles have come to the beach, and new and big community tasks are awaiting to be done, some of them by us, we should cover all overhead and regular charges by endowment and assured income, so that the field is open for progressive movements."

"Want only endowment enough for experimental stages of work."

"I would rather be General Secretary where Community felt need of giving annually to maintain the Association; therefore, not too much (?) endowment."

"Believe it more satisfactory than subscriptions."

"I would be glad to see the emphasis placed here and relieved from the current subscription plan."

"Partial endowment would permit of doing valuable work now beyond reach. Full endowment (providing for all deficit) would make a comfortable, lazy, satisfied Board, an indifferent public, and take lots of the fight out of the Secretarial force."

"It's a good idea. We must find some relief from this awful financial burden or there will be some funerals."

"It is not necessary at all. Should not yield over 25 per cent of money by subscriptions."

"The Association in a sense is a business enterprise. An endowment is better business than depending on annual subscriptions—subscriptions for special objects."

Your Commission is convinced that more and more our Associations, like other religious, educational and philanthropic institutions, will have to look to securing endowments if we are able to do an expanding work and properly occupy our fields.

We understand that some years ago the leaders of one of our denominations in one of the large cities of the country made a study of this question, and found out that on an average twenty-five members of this particular denomination died in that city every year who could and should have made bequests of $25,000 or over to the philanthropies of this church. Since that time, largely through the efforts of a letter campaign, they have secured endowments in bequests running into the millions.

The humiliating thing to many Association leaders is that outside organizations, doing what to us appears a trivial service in comparison with our own, send their agents into our communities and secure vast endowments, as it were right under our very noses, and many times from our own Association constituents.

One Association has recently sent out the sixth letter as an appeal for endowment to about twelve or fifteen hundred people in the city. It is the policy of this Association to send one or two such letters or appeals each year.

The securing of proper endowments is one of the things that the Executive Secretaries of our larger Associations must learn if we are to do a work commensurate to the program we have outlined for ourselves during the past ten years.

It is the judgment of the Commission that our efforts should be directed toward securing endowments for the Association, not any particular department of its work, and as free from conditions as possible, leaving to the administering Boards the privilege of using the income in the future in such ways as will best accomplish the will of donor.

# XII.

# THE EMPLOYED STAFF

The time is fast going by for the great personal or individual achievement of any one man standing alone and without the help of those around him. And the time is coming when all great things will be done by that type of co-operation in which each man performs the function for which he is best suited, each man preserves his own individuality and is supreme in his particular function, and each man at the same time loses none of his originality and proper personal initiative, and yet is controlled by and must work harmoniously with many other men.—Frederick Winslow Taylor in "The Principles of Scientific Management."

**Looked at from any angle, the largest single administrative Association problem is that of the Employed Staff.**

**In 17 Associations, housed in plants averaging in cost $505,518.00, the "pay roll"—exclusive of teachers' salaries—was 50.8 per cent of the total "Current Expenses;" in 37 Associations with plants the average of which is $183,837.83, the "pay roll," computed on the same basis, absorbs 47.5 per cent of the "Current Expenses;" in 65 Associations with plants averaging $73,707.00 each, the "pay roll" represents 49.9 per cent of the entire current expense.**

**All the figures go to show that in the normal City Association, large or small, practically $50 of every $100 goes to paid employees.**

**1/2 of all the current receipts of the modern city and railroad association goes to employees**

## EFFICIENT ASSOCIATION OFFICERS

**The Commission finds from the multitude of answers received, that the General Secretaries of the Associations are very much like business managers over the country. They state that**

**the biggest problem is to secure efficient, capable employees with initiative and executive ability. Some of the expressions are as follows:**

1. "Getting full efficiency from my associates."
2. "Men to shoulder responsibility."
3. "To secure team work from every member of the staff."
4. "Getting hold of right kind of paid employees—men of vision, initiative, consecration, tact, sane judgment, courtesy, etc."
5. "To develop men on the staff to the point where they are interested in their job and in the men."
6. "How to get good departmental men at reasonable salaries."
7. "Securing capable men as heads of departments — inspiring and unifying the staff."
8. "Keeping harmony between members of the force."
9. "Getting strong men of character and training for the employed force."
10. "That of getting efficiency from help."
11. "Getting men who know their jobs and are not afraid of working as hard as they can. This is true clear to the janitor."
12. "The securing of highest efficiency of employed force in doing those things of most vital importance—there is a fearful waste of time and energy on 'unimportants.' "
13. "Harmonizing department heads — securing co-operation rather than toleration."
14. "Finding of men for our Association staff who have strong Christian leadership."

**The Commission started an investigation and in answer to the question, "To what sources are you looking to secure employed officers for your Association?" 120 General Secretaries replied as follows:**

Fifty-eight, "From the local membership and Committee workers.

Forty-three, "Training Schools and Association Colleges."

Twenty-five, "Colleges, Universities and High Schools."

Nineteen, "Summer Schools and Student Conferences."

Sixteen, "State and International Offices."

Fourteen, "Other Associations."

Twelve, "Fellowship Plan."
Six, "From Business Life."
Four, "Leaders' Corps."

**The following are some of the ways the men replied as to how they were securing employed officers:**

"Recruiting 30 to 50 apprentices in our own local Association each year."

"From wherever a man can be found who shows ability for work needed."

"Any place but Springfield."

"Hard problem—other Associations principally. Poor success with men from the Training Schools, though believe in them."

"We look to Training Schools for Department Heads, other employees from whatever place we can get them."

"Have found that our own active members develop into the best men on the staff. Our own Association seems to be the best Training School for us."

"College graduates for Department Heads who have been to summer Training Schools and less experienced local men for minor positions."

"College men with local Association experience and training."

"Every man on our force has been developed by this or some other Association from volunteer workers."

"Looking at this time mainly to our own Associations, then other Associations and Training Schools—anywhere we can get the best man, in fact."

"I find a good many successful Secretaries who never saw any of the 'sources.' "

"With increased business demands on the Secretary, we must again turn to the business world for our Secretarial staff."

"Physical Directors from Training School; others from our own training, or from other Associations where they were assistants."

"Largely fellowship men from Colleges, but not Training School or Training College men."

"First, Association Training Colleges; second, our own Committee force; third, assistants trained as assistants in other Associations; fourth, Summer School."

"Largely from our own membership or from the Associations in the State."

**As would naturally be expected, a majority seem to feel that the best place to secure employees is from their own local Associations from the staff of committeemen. The answers also were very general, showing a decided inclination to look to High Schools, Colleges and Universities for Association employed officers; but here again the answers revealed a questioning in respect to the efficiency of men directly from any of those educational institutions, doubting their ability to carry the administrative or executive duties. There seems to be a growing feeling that officers for administrative and executive positions should be recruited from business ranks rather than directly from educational institutions.**

**In answer to the question, "What means do you use to harmonize and train your employed staff?" the following answers were given:**

Seventy-one, "Morning meeting for prayer, Bible study and conference."

Fifteen, "Weekly meeting for planning and conference."

Six, "Training center course."

Two, "Monthly conference meeting."

**Other replies given were as follows:**

"Changing duties of junior employees."

"Social tea conferences and suppers; democracy as a principle. Study together principles and methods of Association work, never antagonize, give full credit for service rendered, and get every officer to plan and execute his work to the greatest possible efficiency when he is on duty, and recreate thoroughly when off duty."

"Each department policy worked over by entire staff and therefore all departments feel keen interest in success of entire work."

"Coach every new man carefully regarding our way of doing business. Then turn him loose to use his initiative and he usually works it overtime."

"My experience as an Educational Secretary leads me to believe that the personality of the General Secretary is the solution, or non-solution of this problem."

"Plain, common sense. Try to get sore spots amputated and men's eyes off themselves. Usually one man is a discordant note and if I can't get him in tune, I try to eliminate him for the sake of harmony."

"Make each employed officer an associate. Conference each week. Suggest books to read. Personal attention."

"We insist that no one on the employed force be disloyal to any other member. The first time we see anything of that kind (disloyalty) we hit it hard."

"For harmony morning prayers and conference. Two training conferences. 'Association Men' and Summer Schools when possible."

"Employ capable men, trust them with their tasks, and hold them responsible. Encourage reading and conference study. Confer very frequently."

"We have morning prayers every day and once a week a staff conference. For the younger men we have the training center class. The men are also encouraged and assisted in attending institutes and conferences."

"Give special attention to congeniality in employing new men. Maintain systematic conference schedules for each man. Staff conferences regarding details of current administration every Monday morning. Staff conference for study of general policies and general movements every Friday morning. Training center class for junior assistants weekly. Assigned reading and book reviews."

"By close fellowship one with another and by every man's coming to know the problems, trials, failures and successes of every other man."

"Stimulate friendships among men. Every morning prayer conference. Weekly conference at which other topics than those related to Association problems are discussed. Conferences and conventions."

"Morning prayers. Weekly conference, staff bulletin, Fall conference three days, training class, personal interviews."

"Making an Association family out of the employed staff, do things together outside the walls of the Association building."

"Conferences twice a year; lay on personal responsibility for work and give personal credit when done well. Frequently invite fellow employed officers to attend Board meeting."

"Perfect understanding all the time. Independent responsibility. Weekly conferences."

Semi-weekly conferences."

"Close touch of executive Secretary; if men have differences put them together at once. Have every man informed concerning problems of all. Regular cabinet meetings. Keeping the Association way above the individual."

"Daily conference for prayer; weekly conference for general problems and discussion."

# XIII.

# ADMINISTRATING GOVERNING BOARDS

Those who can command themselves command others.
—Hazlett.

The helm of a free government is always arduous.
—Thomas Jefferson.

**The question was asked, "In what way do you as General Secretary, as the Business Administrator of the Association, handle the governing boards of your Association, such as Directors, Trustees, Committees of Management, etc.?"**

**One Secretary suggested that this question ought to have been asked in a whisper, for, said he,** "Is it not supposed that the Committees and Boards handle the Secretary?"

**Here are some of the answers given:**

"1. By keeping the various members in touch with our work through verbal reports of meetings; by means of personal conversation; by means of letters with special items of interest sent to them during the vacation months.

"2. By planning every meeting so that there are things of special interest to be taken up, or to be reported upon. This makes our men dislike to miss a meeting.

"3. We never have a sub-committee meeting unless there is a definite thing to be done. We do not believe in having such meetings just for the sake of meeting. If men are called together and nothing is done, they usually hesitate about coming to the next meeting."

**Another Secretary writes:**

"1. No man shall be asked to serve upon these Boards and Committees of Management 'because there is nothing much to do.' On the contrary, men are told that it is a very responsible and taxing position, that it will be worth their while and that it will take a great deal of time.

"2. The Committees of Management and others charged with administrative responsibility have regular times of meeting, not only as to the day but the hour. The men are asked to

reserve this in advance in their calendars. They are notified of these appointments several days before the date of the meeting, and invariably called on the telephone as a reminder of the day when the meeting is to be held.

"3. We make a policy of convening these Committees and Boards, upon which men serve who are in command of their own time, at the noon hour at luncheon; and to call meetings of those Committees upon which employed men, or men who are not in command of their time, after office hours in the afternoon or at night.

"4. Some Secretary serves as the Secretary and convener of each Committee subject to the direction of the Chairman. At meetings of Committees at the meal time (it is the favored custom here) the Secretary does not eat with the Committee, but introduces the business as soon as the Committee is seated. Thus the entire period is given to the consideration of the business at hand, rather than consumed by incidental or vapid conversation. Certain important Committees are scheduled to meet immediately after office hours and take dinner together, and in several cases we have the standing rule that certain Committees of Management shall spend the entire evening; i. e., that members shall have no second engagement. Such meetings are placed deliberately at night and not at noon, in order to get more time, even though they are composed of men who control their own time.

"5. Too many committee meetings are simply amen meetings, where Committee members receive reports from Secretaries and cordially advise them to 'go to it.' Such Committees are doomed. If reports are prepared by a Secretary, it should be in counsel with the members of the Committee involved and should be the results which the Committee has arrived at, rather than arguments which the Secretary has had in mind.

"6. Indirect suggestion will set men to thinking on problems and will interest them in discussing and assuming responsibility where dogmatic declarations of policy will make only a one-man outfit of the Association. A Secretary may coerce a Board or a Committee to his point of view by giving them no opportunity to arrive at any other, but when he vacates his post, lay leadership will crumble away, because it has been only nominal."

**The General Secretary of a large railroad Association, in answer to the question, states:**

"We use the House of Representatives idea — business threshed out in small Committees who report; have few standing



BERKELEY BAPTIST DIVINITY SCHOOL
LIBRARY

Committees, most of them on the run for a short sprint; send out frequent general letters to Board between meetings. Think most of us handicapped by outgrown constitutions. Strongly favor a minimum of instructions to Governing Boards. Use great care in keeping Chairman fully posted on Association problems."

**One Secretary in speaking of his pressing problems, says, "To bring Directors of influence into personal contact with operating problems and the membership."**

## "HOW DO YOU HANDLE THE BOARD OF DIRECTORS?"

1. "Keep them informed as fully as possible of activities. Keep them fully informed on finances; lay responsibility on them in Committee service; meet and consult with them personally a great deal; act on their advice frequently."
2. "With gloves."
3. "Each one of the Directors is made responsible for some part of the work. He is educated in Association work. Individual conferences."
4. "Board meetings once a month and then work out with each individual his Committee work. Weekly conference with the President."
5. "Very poorly."
6. "Put responsibility on as many as possible; distribute work. About three of them on each department Committee."
7. "Take advantage of every opportunity to educate them along general Association lines of activity."
8. "Monthly meeting. All important Committees have director for chairman. Trying to educate them to do the money-raising."
9. "Our Board is a sore spot, although we have endeavored to assign certain ones to different phases of the work, on which they are expected to report at the Board meeting. However, for the last 18 months their whole thought and attention has been given to finances, and consequently have had very little ideal cultivation along lines which could be helpful toward the development of the men."
10. "I do not—they handle me. As far as possible, I have them direct. It is my privilege to bring them messages from conferences, etc. I try to help them to be IT."
11. "They get a great deal of Committee conference and actual work. I am neither the boss nor the hired man. We are brother-Christians."

## FEATURES TO BE OBSERVED IN SUCCESSFULLY CONDUCTING ADMINISTRATIVE BOARDS.

(By Administrative Boards the Commission means the Board of Trustees, Board of Directors and Committees of Management or Administration, in contrast to Committees of work, such as Membership, Reception, etc.)

**1. Meetings should be held at regular stated times.**

**2. Business should be kept within the time limit and should seldom last over an hour.**

**3. The Secretary should always come to a Board meeting thoroughly prepared. (Outside subjects not related to Association work should be kept out of the discussion during Board meeting.)**

**4. The Board should always take some formal action.**

**5. There should always be a financial statement. This statement to be of value should be comparative. This is a rule in respect to practically all reports. They should be comparative with the same date, same month or same period of time covered in the report for the previous year, or in comparison with another Association of similar size.**

**6. The exact financial condition of the Association should be shown to Boards and Committees of Management at least once a month, and the property and debt (if there is one) condition shown at least quarterly.**

**7. The business to be considered by the Board should be outlined and the time divided so as never to allow the entire hour to be consumed in considering finances, for one of the surest ways to kill any Committee or Board of Directors is to meet again and again and consider nothing but the financial question. Busy business men are willing to give much time and attention to finances, provided they are kept interested in the work that the finances make possible.**

**8. Have charts, pictures, books and pamphlets at Board meeting to illustrate Association work.**

## HOW TO EDUCATE ADMINISTRATIVE BOARDS

**1. By reports of your own Association.**

**2. By comparative reports of other Associations.**

**3. By marked literature.**

**4. By using visiting Association men.**

**5. By local institutes or conventions.**

**6. By special meetings to consider particular phases of the work.**

# XIV.

# BUSINESS ADMINISTRATION OF THE ASSOCIATION'S ACTIVITIES

Not how much talent have I, but how much will to use the talent that I have, is the main question.—W. C. Gennett.

**There seems to be a consciousness on the part of the General Secretaries that financial cares and civic interests are interfering with and minimizing the function of the General Secretary as the administrator of the Association's activities. Of course each Secretary answering was especially conscious of the weakness of the other General Secretaries along this line, but felt that he himself was doing fairly well.**

**In answer to the question as to how the General Secretary seeks to give Business Administration to the Association activities, some of the replies were:**

1. "By attending as many Association activities as my time and strength will permit, and by suggesting improvement in such activities to the man who is responsible for them. I do not believe we as Secretaries can give the Association activities absent treatment and expect them to go on all right."

**This same Secretary also says:**

"By keeping in touch with the members of the Committee, who are good business men, and by seeking to introduce into our Association work the things I find working successfully in their business houses."

2. **Another Secretary states:**

...."Personally I give the utmost of initiative and responsibility to the various heads of departments and the working out of their own department problems, including the business administration; keeping, of course, in touch as the months go by."

3. Another says: "As General Secretary I seek to give business administration to the Association activities through frequent conferences with the heads of departments, and following up their work to see that it is in harmony with the general system established for the Association as a whole."

4. Another says he gives business administration to the methods "through the standardizing of every Association activity, making every department develop to its highest efficiency, having all statements verified, all promises fulfilled, all records absolutely correct, discipline with moderation insisted upon."

5. Another states that he seeks to give business administration to the activities in the following ways:

"a. Open office door to the complaints and suggestions of members—the compliments never reach me.

"b. An open eye at all times during the inspection of the building and things going on.

"c. Personal conference with sectional Secretaries and Committees as frequently as is necessary."

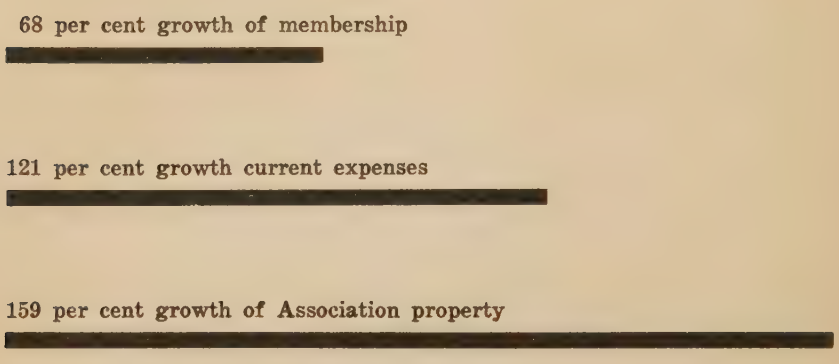
**The Commission desired to make a study of our Association activities, and started a research. It was found to be impracticable for two main reasons, viz., the inaccuracy of our statistics and the great lack of uniformity. The most casual survey of our statistical reports indicates that in no single one of our great departments do the figures from the local Associations speak a common language. We think, however, that we learned enough to be willing to say that the greatest evidences of inefficiency are not to be found in the administration of our "finances" but in the conduct of our activities.**

**For example: Eight Associations in cities averaging 19,837 in population, working in plants ranging in value from $50,000 to $90,000 and averaging $66,750, each has an average membership of 249. Their figures for other departments range accordingly. Chart III of this Commission's report shows that 65 Associations working in plants valued at an average of $73,707 and spending for "Current Expenses" somewhat more than $1000 per month are getting as members 1 in 10 of the young men in their cities. Chart II shows that 37 Associations in cities averaging 72,559 people, in plants valued at an average of $188,837 and spending for "Current Expenses" an average of $29,027 per year, have in their membership 1 in 12 of the young men in these cities.**

**The larger cities do relatively less, or 1 in 14.**

**The figures presented at Cincinnati show that during the preceding ten years our membership increased 68 per cent, while the value of the property entrusted to us by the general public**

**increased 159 per cent, and our "Current Expenses" increased 121 per cent.**




**We would be untrue to the facts if we did not also say that to make such a comparison with our number of members is to make the comparison on our "best," not our "worst" basis for a test.**

**Only the absence of anything like competition prevents some Associations from being put out of business.**

# XV.

# AN ASSOCIATION EFFICIENCY EXPERT

The man actually in the business has difficulty in getting a perspective on it.—The Business Man's Encyclopedia.

**The Commission desired to learn to what extent local Associations had called in expert business specialists to study and criticize local Associations. A Questionaire of six questions was sent to about 40 of the largest Associations of the country. Nineteen answers were received.**

**In answer to the question, "Have you had any outside business expert go over the business of your Association?" the replies were as follows:**

Fourteen answered "Yes."

Four answered "No."

**In answer to the question, "Who was the business expert to go over the business of your Association?" the names of Chartered Public Accountants were mainly given, though in one instance a University business expert was named.**

**Quite a number of the men explained that the Public Accountant did more than simply audit the books. In some cases these Public Accountants suggested how the income might be increased; in others how the expenses could be reduced.**

**The next question asked was, "What did you pay for this service?"**

Nine Associations failed to report.

Three reported a cost of $200 per year.

Three a cost of $100.

One $250.

One $200.

One $150.

One $180.

**In answer to the question, "Have you ever invited another Association man to come in and make a survey or an examination of your Association?" the following replies were received:**

Fourteen "No."

Three "Yes."

"Doing it constantly."

"Have had a large number of visiting Secretaries come and go through our system thoroughly with the request that they furnish us with helpful criticisms."

**In answer to the question, "Do you think any one outside of a local Association can be of much help in offering suggestions as to the Business Administration of a local Association?" the replies were as follows:**

Four answered "Yes."

Two answered "I do not."

"To a limited degree."

"Yes, certainly, as in any business."

"It depends upon the size. In small Associations, yes, traveling Secretaries can be of great help. In larger Associations they seem to be lost."

"It has worked well here."

"Only as he or they may work with the local management."

"Yes, but their suggestions would have to be modified."

"Under certain conditions."

"A man of wide study or experience could be. A man who only compared things with his own Association would not do much. We need a real Association business expert on the International force."

"Yes, the right man."

"Yes, but it would depend upon who he was and how long he could stay with us."

"Yes, the Association movement today needs the strongest General Secretary in the country to give himself to the services of the brotherhood as an Association engineer."

**In answer to the question, "From what sources have you received the greatest help as the Business Administrator of your Association? (in naming these sources you can include books,**

**publications or individuals)" — the following answers were received:**

"'System' Magazine, my own business training and experience."

"Experience. A study of best methods in Association and business enterprises, but largely through the latter."

"The greatest help has come from the weekly council of senior executives, which is devoted to administrative matters and which convenes regularly for eleven months of the year. The second best source of help is the visits which our staff officers have paid to large Associations, spending from a day or two to several days in each, with a prepared outline of inquiry resulting in actual detailed reports. I have recommended to Chicago, Buffalo and Toronto the services of the Efficiency and Accounting Expert, Homer St. Clair Pace, of New York, who has done excellent work. We have often consulted him incidentally, but never employed him for any long period of time. His work is very high grade."

"The bringing of a business expert, who thoroughly reorganized our Administrative Department, has been of the greatest help to us."

"Study of other office systems, the experience of Certified Public Accountants, our own experience, the National Cash Register Co."

"More help from contact with other Secretaries, discussions, etc., than in any other way."

"Ten years' business training and the school of hard knocks. Individuals conducted the school and furnished the knocks free of cost; not very enjoyable at the time, but of great value."

"Prof. Stephen W. Gilman, University of Wisconsin; Mr. C. H. Schnepfe, Certified Public Accountant, Baltimore; the magazine 'System.'"

"As a student and teacher of bookkeeping, from investigation of business systems in other Associations and other forms of business and institutions, from much conference with committeemen of large business experience, also with managers of other large concerns."

"Our administrative Committee composed of five business men, our auditors, 'Business Men's Magazine,' 'Business Man-agreement,' addresses and lectures as occasion has offered."

"Personal study of methods of other Associations, institutions and businesses, conference with other Secretaries, books, 'System' magazine."

"Other Association Secretaries, from managers of business firms."

"First, from ten years' business experience and special training previous to Secretaryship; second, from a study of efficient business concerns and successful Associations; third, a few books and publications."

"From nine years in active business life, during which I met many experts. Too few Association men have had business training."

"Other General Secretaries; local business men, efficiency literature."

"Greatest help received from other members of employed staff, from business management books and publications."

# XVI.

# A DEPARTMENT OF ASSOCIATION BUSINESS PRACTICE

Mr. H. L. Gantt says: "A system of management to deserve the term 'scientific,' should aim to meet the following conditions:

"1. It should provide means for utilizing all of the available knowledge concerning the work in hand.

"2. It should provide means for seeing that the knowledge furnished is properly utilized.

"3. It should provide liberal means for acquiring new knowledge by scientific investigation, with adequate reward for success.

"In introducing such a system, my advice is to begin at the bottom and go slowly."—From "Primer Scientific Management"—Gilbreth.

**For lack of an agency to gather and organize the knowledge of business administration that we have, what might be the collective wisdom of all Associations and all General Secretaries is now only the fractional property of a large number of us.**

**At the very outset this Commission was confronted with a situation that not merely increased the difficulties but greatly discounts the value of the results of its work, viz: the general lack of "accuracy" and "uniformity." Figures to be of value in computing averages or in making comparisons must be accurate and they must be talking about the same things.**

**In the judgment of this Commission, the time has come for the first steps to be taken looking toward the establishment of a "Department of Association Business Practice." As things now stand, there are no common standards in the conduct of Associations. Nor can such common standards be determined until there is uniformity of accounting methods. These common standards ought to be based upon the best—not the worst nor even the average Association practice. This would involve, of course, a careful and detail study of the methods of the best Associations. It would involve, also, the distribution of the results of such study.**

**Whoever is chosen to head up this Department must be a man of business sense, thoroughly understanding Association**

work and Association language, having religious ideals and convictions and able to inspire the confidence of the strong Association leaders of the country, who are carrying the Business Administration loads at the present time.

Of course this Department cannot solve all our problems—each Secretary must do that for himself in his own field, but it can help us find out a lot of things about ourselves and about the business administration of these great Associations which we do not as a Brotherhood know today, though conceitedly we have felt and thought until very recently that we were simply marvels of knowledge and ability.

The Commission has its own ideas of how such a Department might be organized, financed and conducted, but does not feel it to be its province to give them here.

# XVII.

# RESOLUTIONS FOR CONSIDERATION AND DISCUSSION

**Resolved: That it is the sense of this Conference:**

**1. That we, the General Secretaries of North America, should seek to familiarize ourselves with the exact conditions of our Associations; i. e. (a) that we undertake to know what the different features of the Association work are costing and from what sources and in what proportions our Associations are receiving their income; (b) that we seek to find standards for our activities so that we may be able to judge how efficient our Associations really are.**

**2. That we should acquaint ourselves with standard scientific management and efficiency literature.**

**3. That we seek to co-operate for greater uniformity and co-operation with those of our number who are making an effort to place their Associations on an efficiency basis.**

**4. That it is to the best interests of our North American Associations that careful attention be given not only to the making up and adopting of an annual budget based on the receipts and expenditures of former years, but that this annual budget be apportioned by months so that a monthly check and accounting can be kept of the transactions of each Association.**

**5. That we approve the general custom of having all the financial accounts of the Association audited, preferably by chartered public accountants, and where this is not practical, by a committee of bookkeepers or experts who are not officially connected with the Young Men's Christian Association, and that the Associations be urged to see that employees handling cash be bonded by responsible bonding companies.**

**6. That the making out and keeping of daily reports, both of the income and activities of the Association, be commended as the best way of keeping a check on the finances and activities, and that these reports to be of greatest value should be comparative with the same day of former years and also show the standing up to and including the day reported for the year.**

7. That the historic custom of the Associations of going to the public annually for current expense subscriptions be approved and that we state it to be our belief that this is advisable (a) in order to do efficiently what the Associations have already undertaken; (b) to extend the work aggressively; (c) to offer to people with resources a chance to use their means for the benefit of their fellows. That the plea for the subscriptions should be made on the basis not of "charity" but of philanthropy, just as private colleges and universities in seeking their support.

8. That we believe the time is now ripe for the establishment of a "Department of Association Business Practice" so as to try and create common standards in conducting the business affairs of the Associations, to promote uniformity of accounting methods and efficiency in the Administration of our Associations, and that to head up this Department, a strong General Secretary be sought out.

9. That we favor the appointment of a Committee of three from this Conference to consider the wisdom of invoking the initiative by the Associations under the Toronto Resolution before the next International Convention to test the sentiment of the local Associations as to whether they would favor a per member contribution for Continental Advertising.

He that overcometh shall inherit all things.
—*Rev.* xxi., 7.

WELLS & COMPANY
PRINTERS
PORTLAND, OREGON

Date Due

GTU Library
2400 Ridge Road
Berkeley, CA 94709
For renewals call (510) 649-2500
All items are subject to recall.

GTU Library
3 2400 00626 2574

## LIBRARY RULES

**No book may be taken fro**
**without being charged to**
Borrowers are responsible for any damage done to the volumes while in their possession and are expected to make good all losses.

(a) **Reserve Books** may be borrowed for a period of two hours. In case no call has been made in the interval, books may be renewed for a second two hours. (Where there is only one copy, book must be used in the library.)

(b) Reserve books taken at 10 p. m. Mondays to Fridays are due at 9 a. m. the next morning. A reserve book taken from the library at 12 m. Saturday is due at 9 a. m. the following Monday.

Books not on reserve may be drawn from the library for two weeks and may be renewed once for the same period, except one-day books.

A fine of two cents a day will be charged on each book which is not returned according to the above rule.

MAGAZINES ARE NOT to be taken from the library without the special permission of the librarian.

WM402
Y8
19977